



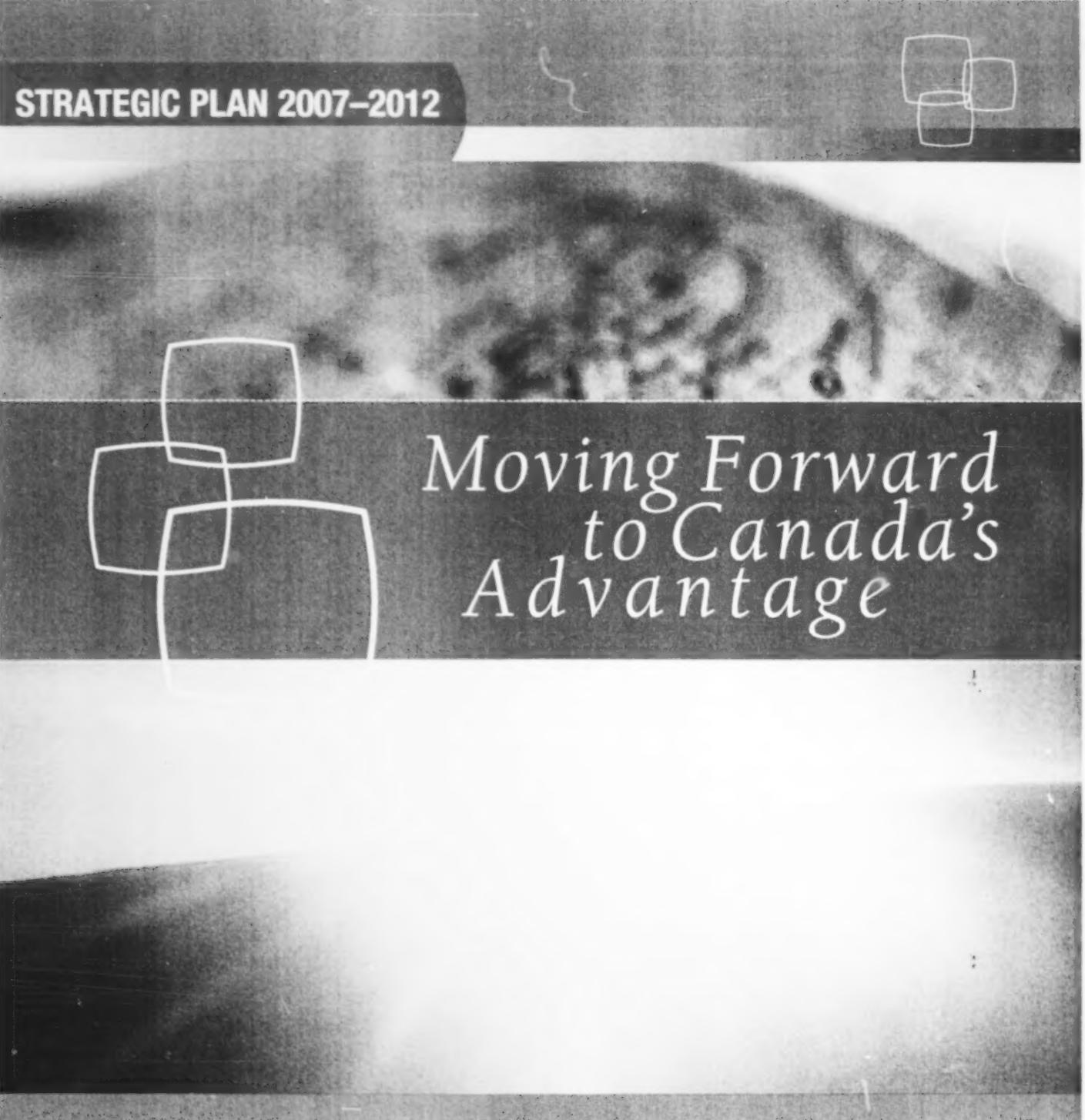
Canadian
Intellectual Property
Office

An Agency of
Industry Canada

Office de la propriété
intellectuelle
du Canada

Un organisme
d'Industrie Canada

STRATEGIC PLAN 2007-2012



*Moving Forward
to Canada's
Advantage*

Canada

CIPO  OPIC

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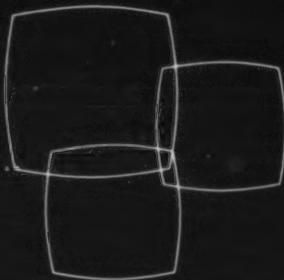
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STRATEGIC PLAN

2007-2012



Contents

Message from the Chief Executive Officer	1
1. Introduction: CIPO and Canada's interests	2
2. About CIPO	3
2.1 An overview	3
2.2 Where we are today as an IPO	4
3. The context: Strategic determinants	6
3.1 Supporting Canada's economic performance	6
3.2 CIPO's role as a government agency	7
3.3 Expectations of clients and stakeholders	8
3.4 CIPO in the larger international IP picture	9
3.5 Business forecasts and financial considerations	10
4. A framework for action	12
4.1 Roles of a leading IPO	12
4.2 Our strategic directions and outcomes	13
5. Strategic direction A — Client services	15
6. Strategic direction B — Outreach	16
7. Strategic direction C — Administrative framework for IP	17
8. Strategic direction D — International	18
9. Strategic direction E — Our people	19
10. Moving forward to Canada's advantage	20

Message from the Chief Executive Officer

I am pleased to present the Strategic Plan for the Canadian Intellectual Property Office (CIPO).

In preparing this plan, we listened to the ideas and expectations of our clients, staff, partners and stakeholders. We identified various pressures impacting on the intellectual property (IP) system, as well as opportunities to better support innovation in Canada. And we have translated this knowledge into specific strategic directions and outcomes that will enable innovators and creators to more effectively use the IP regime to enhance their performance, as well as that of the Canadian economy.

The plan outlines the strategic directions that CIPO has adopted and will pursue over the next five years. These strategic directions build upon key accomplishments since the launch of our previous strategic plan in 2001. For example, we have made significant progress on turnaround times for rights granting, developed client relationship management processes, developed and launched an outreach strategy, and established a greater international presence. The size of our workforce has increased by more than a third, where our emphasis has been on building the examination capacity necessary to provide quality products and services, comparable to those of other leading IP offices (IPOs).

We are proud of these successes. They are due to the spirit of leadership, creativity and dedication with which CIPO's team has approached opportunities and challenges over the past five years. This spirit remains the critical ingredient as we continue this progress in the coming five years.

In moving forward, we will focus on five strategic directions: client services and outreach, which together constitute the core of our business; the IP administrative framework and international activities, which are key IP enablers for client services and outreach; and our people, who are CIPO's single most important asset. This plan will support the Government of Canada's efforts to increase the level and quality of innovative activity by Canadians in the years to come.

We welcome your support in the achievement of this strategic plan.

Mary Carman
Chief Executive Officer

1. Introduction: CIPO and Canada's interests

Innovation is essential to Canada's prosperity and long-term economic growth. The Government of Canada is making strides to create a climate of innovation and discovery in our country. In today's knowledge economy, IP is an increasingly important business asset, enabling Canadian innovators and creators to enhance the value of their products and businesses. This, in turn, enhances their competitive advantage domestically and abroad.

CIPO plays a key role in supporting Canada's innovation performance through our efforts to deliver quality and timely IP rights in a modern competitive IP system. As well, CIPO seeks to increase Canada's innovative opportunities by promoting and disseminating IP rights and information.

In support of the Government's efforts to improve the level and quality of innovative activity in Canada, this strategic plan provides a framework for CIPO to strengthen the role of IP in maximizing Canada's innovative capacity and output.

CIPO's five-year strategic plan lays out a set of five strategic directions that reflects our vision for better enabling Canadians to participate in and contribute to a competitive, growing knowledge-based economy through the IP system. This plan builds upon our accomplishments since the launch of our previous strategic plan in 2001. It also reviews a range of factors, both external and internal, that will influence how CIPO and other players respond to a new generation of innovation challenges.

The strategic plan is the result of consultation and discussion within CIPO, with other government players, and with representatives of the IP community. It reflects the reality that CIPO's success today and in the future depends upon the efforts of our people, as well as effective relationships with stakeholders and partners. This plan will guide our strategic decision making and management accountabilities, our consultations and relationships within government and with clients and stakeholders, and establish the results we intend to achieve over these next five years.

2. About CIPO

2.1 An overview

CIPO is Canada's IPO. As a Special Operating Agency (SOA) of Industry Canada, CIPO grants IP rights within an IP administrative framework made up of legislation, regulations and office practices. IP right holders, in return, agree to the disclosure of information about their IP rights.

Specifically, CIPO is responsible for the granting or registering of patents, trademarks, copyrights, industrial designs, and integrated circuit topographies.

Patents cover new inventions (process, machine, manufacture, composition of matter), or any new and useful improvement of an existing invention.

Trade-marks are words, symbols or designs (or a combination of these), used to distinguish the wares or services of one person or organization from those of others in the marketplace.

Copyrights provide protection for artistic, dramatic, musical or literary works (including computer programs), as well as for performer's performance, sound recordings and communication signals.

Mandate

To deliver quality and timely intellectual property (IP) products and services to its clients, and to increase the awareness, knowledge and effective use of IP by Canadians.

Vision

To be a leading IP office recognized for excellence in our products and services and for strengthening Canada's innovative capacity through ongoing quality improvement, continuous development of our employees and adherence to our values.

Mission

To accelerate Canada's economic development by:

- Fostering the use of the IP system and the exploitation of IP information;
- Encouraging invention, innovation and creativity in Canada;
- Administering the IP system in Canada; and
- Promoting Canada's international IP interests.

Values

- Integrity
- Fairness
- Respect
- Efficiency
- Trust
- Quality
- Continuous Improvement

Industrial designs are the visual features of shape, configuration, pattern or ornament (or any combination of these features), applied to a finished article of manufacture.

Integrated circuit topographies refer to the three-dimensional configurations of electronic circuits embodied in integrated circuit products or layout designs.

CIPO also has responsibilities for building awareness of the IP regime, of its products and services, and of the benefits that can be gained from the strategic use of IP. As well, the organization is active internationally and provides collaborative support to Industry Canada's Strategic Policy Sector and other government players in the development of federal IP policies and positions. In particular, CIPO plays a lead role in IP administrative policy development. Together, all of these activities support CIPO's mandate and mission.

CIPO is a larger mid-sized IPO in the international IPO community, with more than 900 employees involved in delivering its IP products and services, supporting effective use of IP and policy development, and in providing the associated planning and support. This represents a 37 percent increase since 2001, reflecting a significant growth in capacity and capability across the organization, mainly in the area of examination. CIPO's employees range from IP examiners and operational staff to specialists in information management, dissemination and communications, outreach, policy, planning, program development, information technology, finance, human resources and administration.

As an SOA, CIPO provides products and services on a fee-for-service basis, and manages revenues and costs within a Revolving Fund. The Revolving Fund is an ongoing funding authority for revenue responding that provides a financial management structure similar to that of a private business. CIPO maintains a sound financial footing, as a result of prudent financial management within the Revolving Fund.

2.2 Where we are today as an IPO

CIPO's 2001 strategic plan, entitled "Positioning CIPO for Service and Success in the Future", was key to putting in place a strong foundation for CIPO to build upon for these next five years. With the 2001 plan, CIPO pursued a build-up phase from 2001 to 2006 with the following specific objectives:

- build internal functional capacity to meet the highest standards of IP excellence and service;

- build a strong cadre of experienced and networked employees expert in working at various international levels; and
- amend practices and rules to be ready to adopt international consensus norms consistent with Canadian interests.

We have realized a number of significant accomplishments against the targets set out in 2001. These accomplishments provide strong building blocks for the future, in particular:

- improved operations, especially in the area of turnaround times (TATs), and in the management of work-in-progress inventories;
- a greater international presence since gaining International Search Authority (ISA) and International Preliminary Examination Authority (IPEA) status in 2004;
- a strong focus on the client for rights granting and information products and services, and a maturing Client Relationship Management program emphasizing ongoing, systematic client listening and learning processes; and
- a growing organizational capability both in the number of staff and in their expertise and experience, along with the development of internal leadership capacity through CIPO's Leadership Development Program and an enhanced corporate communications capacity.

5

In pursuing this build-up phase, CIPO undertook additional efforts to modernize and improve operations and systems in order to better serve clients and support government priorities. In 2006, individual improvement projects were integrated in a business needs-driven, corporate-wide transformation initiative, called Enterprise Business Renewal (EBR). Over the next five years, EBR will be guided by this strategic plan, and be a major vehicle for advancing the results committed to in the plan.

While we are proud of our accomplishments, we will sustain and build upon them, as we move the change agenda forward.

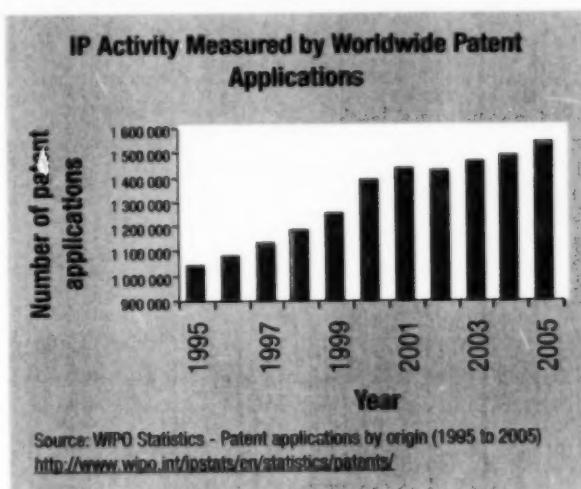
3. The context: Strategic determinants

3.1 Supporting Canada's economic performance

To meet the challenges of the 21st century, Canada must be able to generate and apply knowledge, and develop new products and processes based on the knowledge acquired. In today's knowledge-based economy, innovation is a key driving force in creating wealth and economic growth for Canadians. The IP system plays a key role in facilitating the effective exploitation of innovative knowledge, thus enhancing Canada's climate of innovation to the benefit of the Canadian economy and society.

In recent years, IP has taken on a much more significant role in the economy, where the effective use of knowledge is a decisive determinant of business success. Innovators are making IP protection decisions in the context of an increasingly global marketplace. Indeed, IP rights are increasingly becoming the "currency" that businesses use to secure competitive advantage in the global marketplace.

Critical to achieving a competitive advantage is the exclusive right to exclude others from applying that innovative knowledge in the marketplace for a period of time. Given the enhanced value of IP rights to innovators operating in a knowledge-based global economy, IPOs around the world have experienced a significant increase in demand for IP protection in recent years.



Recent patent activity statistics from the World Intellectual Property Organization (WIPO) show CIPO receiving the 7th highest volume of patent applications in the world. Given that we are the 8th largest economy, and our population is 35th in size, it is clear that Canada is seen as an attractive country in which to obtain patent rights. Canada also ranks 8th in the world in total number of patents currently in force worldwide and 9th in terms of patent filings by nationals outside of the country. However, there is an opportunity for Canada to further promote participation in the IP system so that Canadian innovators are better positioned to seize business opportunities domestically and abroad.

This is particularly the case with small and medium-sized enterprises (SMEs) that tend to use IP rights to enhance business performance less frequently than larger firms. In early 2007, CIPO conducted an IP awareness survey with a representative sample of Canada's over 900 000 SMEs. The survey found that SMEs have a relatively low level of familiarity with IP and a very low level of usage of databases that provide access to IP-related information.

SMEs are critical to Canada's economic development. As their operating environment becomes increasingly competitive, CIPO is committed to enhancing efforts to allow SMEs to better respond to opportunities and challenges through the IP system.

7

3.2 CIPO's role as a government agency

CIPO is an SOA of Industry Canada under the direction of the Deputy Minister and Minister of Industry. CIPO's mandate and mission support the Department's overall strategic outcomes and priorities. In particular, the mandate and mission, along with the strategic directions outlined in this strategic plan, are closely tied and contribute to key strategic outcomes identified by Industry Canada and the Government, including "a fair, efficient and competitive marketplace" and "an innovative and knowledge-based economy."

In addition to CIPO's delivery of quality and timely IP products and services to clients, the organization supports education and skills development for Canadian target audiences and provides access to the latest in technological, scientific and intellectual advances through our databases. These combine to nurture the capacity of Canadians to innovate, build new ideas and gain competitive advantage.

As well, CIPO participates in other departmental and government-wide initiatives, including the development and implementation of policies, practices and standards. For instance, part of the Government of Canada's economic strategy is to provide streamlined access to government services to make it easier for both businesses and consumers to do business in Canada. This includes a transparent and predictable regulatory system that accomplishes policy objectives while mitigating unintended impacts, as well as providing an up-to-date legislative framework for business. An example of how Industry Canada is modernizing marketplace frameworks is through the government-wide Paperwork Burden Reduction Initiative, which promotes the competitiveness and prosperity of small businesses by reducing the paperwork burden imposed on them.

3.3 Expectations of clients and stakeholders

The Government of Canada recognizes the importance of delivering quality, citizen-centred services. This requires that services to clients be designed around their needs. This is a constant challenge, as CIPO's clients' needs, like those of clients of other IPOs and indeed of other governmental and non-governmental service providers, are evolving rapidly. One key reason is technology. Today's clients expect service round-the-clock regardless of geographical location.

The IP environment itself is also evolving rapidly, generating demand for new products, new services and new ways to access information easily, seamlessly and securely. At the same time, CIPO's clients have become much more aware of service options available to them in other jurisdictions and demand that CIPO provide similar — if not better — services here in Canada.

IP rightseekers and their agents place significant value on TATs and quality, and compare performance on these two service attributes with the imperatives (e.g. average product life cycle, degree of competitiveness) of their particular business sector as well as their experience with other leading IPOs. In 2001, CIPO made reducing TATs the number one priority. More recently, in part due to progress achieved in addressing TATs, other issues have come to the fore. For example, consistency, accuracy and comprehensiveness in searches and examination have emerged as key quality priorities to be addressed.

But while TATs and quality are important, they are only part of the story. As CIPO's 2005 client survey showed, information and access are two primary drivers of clients' overall satisfaction with CIPO. Action in these areas is also imperative.

Clients want to be kept informed as to the status of their IP application or changes in CIPO policies or services. They also want the information they receive to be clear, consistent, concise, accurate and comprehensive.

With respect to access, they want to be able to use CIPO's services themselves, on their own terms, when they choose. They expect online systems to be up and running and to incorporate the latest technology and functionality. They also want to find the information or service they need easily and to reach a knowledgeable CIPO employee when they encounter a problem.

Modernizing Canada's IP framework is also important to clients and stakeholders. Targeting, developing and leveraging relationships and networks both inside and outside of the federal government will help CIPO in modernizing the IP administrative framework (legislation, regulations, office practices) and influencing IP policy more generally. Reviewing and updating legislation and regulations will enable CIPO to improve service to existing clients while attracting new clients.

More broadly, CIPO's clients want CIPO to be innovative and outward-looking and to acquire and maintain the organizational capacity and infrastructure it needs to function as a "leading" IPO — one that provides efficient, business-friendly service delivery to innovators and creators, and delivers quality IP rights in a timely fashion.

9

While the needs of existing clients are growing rapidly, so are those of potential new clients. For example, many Canadian innovations go unpatented simply because creators and inventors in Canada are unaware of the value of IP. Unlike countries such as Japan and South Korea, IP protection is often overlooked by Canadians as a critical instrument that provides the foundation for investment and growth opportunities. CIPO needs to play its part in better promoting the linkages between IP and economic growth. Businesses, especially smaller ones, often fail to recognize or value IP as a strategic asset and most individuals never receive a basic grounding in IP as part of their education.

3.4 CIPO in the larger international IP picture

CIPO operates within a larger international IP community. Many IPOs, like CIPO, face challenges such as increasing volumes, duplication of work, and the need to deliver quality IP rights. These challenges drive CIPO and other IPOs to cooperate on the international stage. CIPO works to contribute and influence,

in order to improve the IP system internationally. We also seek to form alliances and share best practices.

Within the patent field, there are three dominant players — the United States Patent and Trademark Office (USPTO), the European Patent Office (EPO) and the Japanese Patent Office (JPO), that make up what are known as the Trilateral Offices. Also, there are a number of Asian IPOs, China and South Korea in particular, which have grown significantly in size and influence in recent years. There are the long established middle players — CIPO and IP Australia being examples. And there is a large number of smaller IPOs, many in developing countries. By 2012, we expect India and Brazil to be important emerging players.

Most of the IPOs come together in multilateral organizations, such as WIPO and APEC-IPEG (Asia-Pacific Economic Cooperation — Intellectual Property Experts Group) where CIPO is an active participant. These fora promote harmonization through international treaties and work on technical issues. In the area of patents, progress on harmonization has slowed due to differences in the desired outcomes and priorities of Member States. This has fuelled efforts amongst many IPOs for bilateral and regional arrangements, at the expense of a universally accepted international framework. Regarding trade-marks, efforts towards greater harmonization have been more successful, as demonstrated by the continuing work and cooperation around the Singapore Treaty on the Law of Trademarks.

10

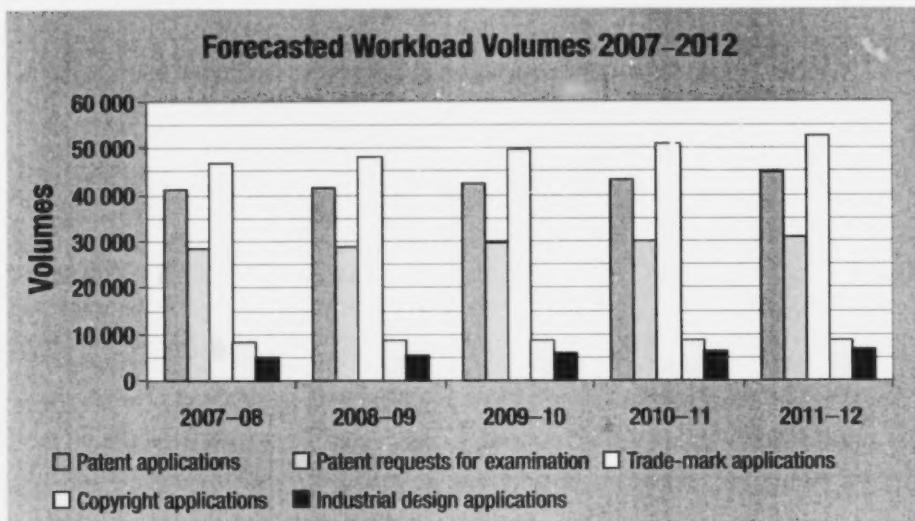
Since 2001, CIPO has increased bilateral dialogue and information exchange with a number of IPOs, including the USPTO, EPO, IP Australia, UK Intellectual Property Office, JPO, the State Intellectual Property Office of the People's Republic of China (SIPO) and IPOs from emerging countries in the Southeast Asian bloc.

During the period of this strategic plan, CIPO will not only need to strengthen existing multilateral and bilateral relationships to influence international IP policies and practices and acquire best practices and strategic intelligence, but also to develop new relationships, for example, with IPOs in emerging economies.

3.5 Business forecasts and financial considerations

CIPO is on sound financial footing, as a result of prudent financial management within the Revolving Fund and the fee review in 2004.

During the period 2007–2012, CIPO expects to see modest growth in volumes of applications for patents, trade-marks, copyrights and industrial designs. The forecasted volumes are shown in the following graph.



Overall, CIPO's revenues, based upon the fee schedule set in 2003–04, are expected to level out in 2009–10 whereas expenditures are forecasted to continue to rise. Efficiencies gained from initiatives such as EBR will contribute to maintaining CIPO's positive fiscal position. In addition to these efficiency gains and responsible financial management, CIPO may also need to re-examine the organization's fee structure with the overall goal of maintaining a sound financial future.

4. A framework for action

4.1 Roles of a leading IPO

Canadian innovators who reap the full benefits offered by the IP system will become more productive and competitive in domestic and international markets. Canada needs to have in place a modern, internationally competitive IP system that generates timely, quality IP rights and facilitates the effective use of IP information by Canadians. This is a critical strategic determinant of Canadian innovation, competition, productivity and development.

Building upon the successes of the past five years, CIPO is now better positioned to pursue our mission and mandate in an increasingly complex 21st century context. Our vision is to become a leading IPO, for the benefit of Canadians:

To be a leading intellectual property office recognized for excellence in our products and services and for strengthening Canada's innovative capacity through ongoing quality improvement, continuous development of our employees and adherence to our values.

12

This vision highlights the three key roles CIPO plays in support of Canada's IP system: 1) as a provider of IP products and services; 2) as a contributor to the Government's domestic and international agendas; and 3) as an employer. In developing this strategic plan, CIPO reflected on the nature and scope of each of these roles to determine if, and to what extent these roles needed to be enhanced or realigned in light of government priorities and an evolving global environment.

Mindful of the economic outcomes that the Government of Canada is working to achieve, including "an innovative and knowledge-based economy," CIPO has identified the following priorities:

- to provide clients with quality IP rights in a timely fashion;
- to effectively respond to Canadians' evolving IP knowledge needs and expectations, including the particular challenges facing SMEs (general information regarding the existence, benefits and obligation of IP rights; access to the technical information, business data and intelligence contained in IP documents that could be used for innovative/commercial purposes);

- to administer a modern, internationally competitive IP framework;
- to play an active role of influence and collaboration with domestic and international IP partners and stakeholders; and
- to be an innovative organization, with a proactive orientation, that strives to continually enhance the value and contributions of its products and services, and its people.

These priorities led to the development of five strategic directions. These strategic directions, and their corresponding outcomes, focus upon client services and outreach — which together constitute the core of our business, the IP administrative framework and international activities — which are key IP enablers for client services and outreach, and our people — CIPO's single most important asset.

4.2 Our strategic directions and outcomes

The following table outlines our five strategic directions and outcomes for each. Each strategic direction is described in more detail in the following sections 5 through 9 of this plan.

13

Strategic directions	Outcomes
Client services: To improve products, services and processes in areas of highest priority to clients while supporting the greater public good.	The delivery and quality of CIPO's products and services respond to client needs and expectations, and meet or surpass the performance of leading IPOs. CIPO clients including the public can easily locate the information and people they need.
Outreach: To lead IPOs in the development of customized IP information, tools and services to assist Canadian SMEs in acquiring competitive advantage in the marketplace so that increased IP knowledge and use become measurable factors in their global success.	Canadian SMEs have gained competitive advantage through the effective use of IP assets and information. Secondary and post-secondary graduates are aware of the benefits of IP and using IP information, so that they will be better positioned to contribute to the realization of the business value of IP.

Strategic directions	Outcomes
<p>Administrative framework for IP: To improve IP (administrative) policy to benefit Canadians.</p> <p>Administrative framework for IP includes legislation, regulations and office practices.</p>	<p>Canada's IP administrative framework is internationally competitive.</p> <p>CIPO leverages its expertise to contribute to the domestic IP agenda.</p>
<p>International: To contribute to the improvement of the worldwide IP system and to benefit Canadians, through influencing international IP administrative policies and practices, and sharing and acquiring best practices and business intelligence.</p>	<p>CIPO is proactive and demonstrates leadership in advancing Canada's IP position internationally.</p> <p>The IP assistance provided to developing countries is recognized as being of high quality.</p>
<p>Our people: To be recognized as one of the best employers in the Government of Canada.</p>	<p>CIPO attracts and retains individuals with the competencies it needs.</p> <p>CIPO is a learning organization where individual capabilities and organizational leadership are reinforced.</p> <p>Employees are committed, supportive and involved in their job and organization.</p>

5. Strategic direction A — Client services

Many Canadian innovators use IP rights to enhance performance, whether by protecting their own innovations and creations, or to obtain information contained in other innovators' IP documentation to improve their company's products and services. They want CIPO to deliver timely, high-quality products and services that are responsive to their needs and expectations.

Over these next five years, CIPO will be undertaking a business transformation initiative called Enterprise Business Renewal (EBR) that will help us drive CIPO forward to be one of the "leading IPOs." This EBR initiative will assess our core IP-granting business processes for transformation, to be more efficient and to be responsive to clients. The intended outcome of EBR is an organization that delivers a more efficient, consistent and higher quality IP system. Over the next five years, EBR will be a major driver for achieving the outcomes set out in this strategic plan.

Objective: To improve products, services and processes in areas of highest priority to clients while supporting the greater public good.

15

Outcome: The delivery and quality of CIPO's products and services respond to client needs and expectations, and meet or surpass the performance of leading IPOs.

Performance indicator 1.1: Client satisfaction with CIPO's products and services

Performance indicator 1.2: Adherence to CIPO's service standards

Performance indicator 1.3: Client satisfaction with e-delivery of products and services

Outcome: CIPO clients including the public can easily locate the information and people they need.

Performance indicator 2.1: Client satisfaction with ease in locating information

Performance indicator 2.2: Client satisfaction with ease in accessing staff

Performance indicator 2.3: CIPO's commitment to federal government information management, identity, accessibility and official language obligations

6. Strategic direction B — Outreach

The IP system is instrumental in promoting innovation, productivity and trade. The development, management and exploitation of innovative knowledge can be a decisive determinant of business success. Canadian innovators need to realize the strategic value of IP in a knowledge-based economy. For SMEs, knowledge and use of IP is a key and measurable factor in their global success.

Part of CIPO's mandate is to build awareness and knowledge of IP and to support its effective use by Canadians. Reaching out to SMEs and working more closely with Canada's education sector are key priorities, and are in line with the Government's efforts to mobilize science and technology to Canada's advantage. To this end, CIPO will undertake to lead IPOs in the development of tools, information and services to assist SMEs in adding value to their businesses. In collaboration with our partners, CIPO will actively market these IP tools, information and services to strengthen Canada's innovative performance.

Objective: To lead IPOs in the development of customized IP information, tools and services to assist Canadian SMEs in acquiring competitive advantage in the marketplace so that increased IP knowledge and use become measurable factors in their global success.

Outcome: Canadian SMEs have gained competitive advantage through the effective use of IP assets and information.

Performance indicator 3.1: Increased use of the IP system by Canadian SMEs

Performance indicator 3.2: Increased value of Canadian SMEs due to their IP assets

Outcome: Secondary and post-secondary graduates are aware of the benefits of IP and using IP information, so that they will be better positioned to contribute to the realization of the business value of IP.

Performance indicator 4.1: Level of IP awareness of graduates

7. Strategic direction C — Administrative framework for IP

A modern, internationally competitive IP framework creates conditions for entrepreneurship, innovation, investment and competitiveness. While Canada's IP framework is generally aligned with the IP regimes of its key trading partners, there are outstanding issues. Closing these gaps would create a more efficient, effective IP regime in support of the modernization of CIPO products and services. CIPO is committed to working effectively with our IP partners and stakeholders to achieve a world-class IP regime, for the benefit of Canada.

Objective: To improve IP (administrative) policy to benefit Canadians. Administrative framework for IP includes legislation, regulations and office practices.

Outcome: Canada's IP administrative framework is internationally competitive.

Performance indicator 5.1: Quality and timeliness attributed to changes to the framework

Performance indicator 5.2: The adoption of international standards for administering IP systems to benefit Canadians

Outcome: CIPO leverages its expertise to contribute to the domestic IP agenda.

Performance indicator 6.1: Effective partnerships and formalized linkages with other governmental departments

Performance indicator 6.2: The use of CIPO's expertise contributes to domestic IP discussions

8. Strategic direction D — International

The international nature of IP is a key determinant for CIPO's operational and management strategies. CIPO intends to increase the intensity of our participation in key bilateral, regional and multilateral settings to benefit from the experiences of other IPOs, to strengthen key relationships, and to enhance our sharing of information. CIPO seeks to strategically influence the international IP system to the benefit of Canadians.

Objective: To contribute to the improvement of the worldwide IP system and to benefit Canadians through influencing international IP administrative policies and practices, and sharing and acquiring best practices and business intelligence.

Outcome: CIPO is proactive and demonstrates leadership in advancing Canada's IP position internationally.

Performance indicator 7.1: CIPO's expertise contributes to the international agenda

Outcome: The IP assistance provided to developing countries is recognized as being of high quality.

Performance indicator 8.1: Participant satisfaction with IP assistance

Performance indicator 8.2: CIPO information and training applied by participant developing countries

9. Strategic direction E — Our people

CIPO's most valuable asset is the talent and commitment of our employees. Over these next five years, CIPO's efforts to recruit and retain talent will be conducted within an increasingly competitive labour market. Retaining and developing our core capacity will be a key priority for the organization.

Objective: To be recognized as one of the best employers in the Government of Canada.

Outcome: CIPO attracts and retains individuals with the competencies it needs.

Performance indicator 9.1: Sufficient number of candidates to meet staffing requirements

Performance indicator 9.2: Ability to retain employees

Outcome: CIPO is a learning organization where individual capabilities and organizational leadership are reinforced.

Performance indicator 10.1: Leadership and management training and qualifications

Performance indicator 10.2: Organizational, manager, and employee commitment to learning

Performance indicator 10.3: Employee satisfaction with development opportunities

Outcome: Employees are committed, supportive and involved in their job and organization.

Performance indicator 11.1: Employee satisfaction with their job and organization

Performance indicator 11.2: Employee commitment to their job and organization

10. Moving forward to Canada's advantage

IP plays a critical role in Canadian economic performance and trade development. Innovators and creators using IP represent a significant force in the Canadian economy. However, many Canadian companies, particularly SMEs, would benefit from more effective use of IP as a key business asset, to support their commercial efforts in a knowledge-based global economy.

CIPO has an important role to play in helping Canadian innovators and creators reap the full benefits offered by the Canadian IP system. This strategic plan is an effort to discharge our mission and mandate in a 21st century context. It attempts to respond to the challenges presented by increasing demand for IP products and services, accelerating technological changes, and the evolving needs and expectations of those wanting to protect and exploit the intellectual fruits of their labour in domestic and international marketplaces.

This strategic plan provides a framework to guide our future activities. We are committed to reinforcing the essential linkages between the outcomes we seek, the strategies we pursue, and the performance we achieve — to the benefit of the organization, our clients and stakeholders, and to Canada.

We will rely on appropriate performance indicators, including those set out in this plan, to monitor our performance. We will also manage key risks to ensure that necessary resources, processes and governance are in place to make each piece of the plan successful.

While CIPO's Chief Executive Officer has overall accountability for this strategic plan, CIPO will count on the talent and commitment of our employees, and the support of clients and stakeholders, to succeed in turning this strategy into performance that moves Canada forward.

